

SANTA CLARA

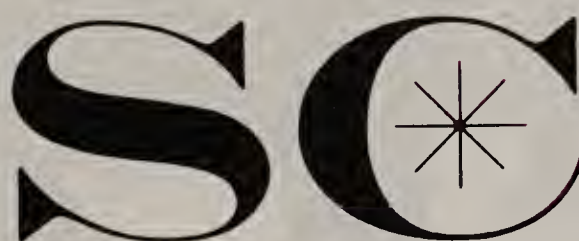
**GRADUATE SCHOOL
OF BUSINESS & ADMINISTRATION**

**1975-76
BULLETIN**

3AA1-12

UNIVERSITY OF SANTA CLARA

**GRADUATE SCHOOL OF
BUSINESS AND
ADMINISTRATION
1975-76**





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UNIVERSITY OF SANTA CLARA GRADUATE SCHOOL OF BUSINESS CALENDAR 1975-76

Fall Quarter

September 1	Monday.....	Labor Day, administrative holiday
September 15	Monday.....	M.B.A. registration
September 18	Thursday.....	Instruction begins
September 23	Tuesday.....	Last day for late registration and the adding of courses
October 6	Monday.....	Last day to petition for graduate degrees to be conferred December 1975 and March 1976
October 8	Wednesday.....	Last day to withdraw from courses with partial refund
October 31	Friday.....	Last day to file petitions for January Ph.D. screening exams
November 17	Monday.....	Last day to withdraw from courses
November 27-28	Thursday-Friday.....	Thanksgiving recess, academic and administrative holiday
December 1	Monday.....	Classes resume
December 1-3	Monday-Wednesday.....	Fall Quarter examinations
December 4- January 4	Thursday-Sunday.....	Christmas recess
December 5	Friday.....	Fall quarter grades due—5:00 P.M.
December 25-26	Thursday-Friday.....	Christmas, administrative holidays

Winter Quarter

December 29	Monday.....	M.B.A. Registration
December 31- January 4	Wednesday-Sunday.....	New Year's administrative holiday
January 5	Monday.....	Instruction begins
January 7	Wednesday.....	Last day for late registration and the adding of courses
January 15	Thursday.....	Martin Luther King's birthday, academic and administrative holiday
January 16	Friday.....	Last day for fulfilling language requirements for the Ph.D. degree
January 19	Monday.....	Last day to petition for graduate degrees to be conferred in June 1976
January 22	Thursday.....	Last day to withdraw from courses with partial refund
January 22-23	Thursday-Friday.....	Winter Ph.D. screening examinations
February 16	Monday.....	Washington's Birthday, academic and administrative holiday
February 25	Wednesday.....	Last day to withdraw from courses
March 10-12	Wednesday-Friday.....	Winter Quarter examinations
March 15	Monday.....	Winter Quarter grades due 9:00 A.M.

Spring Quarter

March 19	Friday.....	M.B.A. Registration
March 22	Monday.....	Instruction begins
March 4	Wednesday.....	Last day for late registration and the adding of courses
April 6	Tuesday.....	Last day to withdraw from courses with partial refund
April 9	Friday.....	Last day for filing with the graduate committee final draft on theses for graduate degrees to be conferred June 1976
April 15	Thursday.....	Last day to file petition for Ph.D. screening examinations
April 16	Friday.....	Good Friday, academic and administrative holiday
May 14	Friday.....	Last day to withdraw from courses
May 26-28	Wednesday-Friday	Spring Quarter examinations
May 31	Monday.....	Memorial Day, administrative holiday
June 1	Tuesday.....	Spring Quarter grades due 9:00 A.M.
June 13	Sunday	125th Commencement

Summer Session

June 8	Tuesday	M.B.A. Registration
June 10	Thursday.....	Instruction begins
June 15	Tuesday.....	Last day for late registration and the adding of classes
June 17-18	Thursday-Friday	Ph.D. screening examinations
June 18	Friday.....	Last day to petition for graduate degrees to be conferred in August, 1976
July 1	Thursday.....	Last day to withdraw from courses with partial refund
July 5	Monday.....	Independence Day, academic and administrative holiday
July 16	Friday.....	Last day to withdraw from classes
August 5-6	Thursday-Friday	Summer Session examinations
August 9	Monday.....	Summer Session grades due 9:00 A.M.



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1976

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HISTORICAL PERSPECTIVE

On January 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Franciscan Padre, Tomas de la Pena, to mark the founding of the eighth of California's original twenty-one missions, Santa Clara de Assis.

Three quarters of a century elapsed before the University of Santa Clara or Santa Clara College as it was first known, opened its doors as an institution of higher learning. In the intervening years, however, the Mission served as a spiritual center and school for the Indians.

In 1851, the new Dominican bishop of San Francisco, Joseph Sadoc Alemany, asked the Jesuit Father John Nobili, formerly of the Oregon Missions, to begin a college at the Mission of Santa Clara. During the first academic year, 1851-52, Father Nobili and a faculty of three other Jesuit priests and four competent lay professors gave instruction to twenty-six students in arts, sciences, music and drama.

April 28, 1855, Santa Clara College received its charter from the State of California.* Slow but steady growth followed and distinguished graduates became prominent members of California life. However, it was not until the Schools of Law and Engineering were founded in 1912 and the courses in the Humanities and the Sciences were expanded that the College became the University of Santa Clara.

Meeting the demands of urban growth in the Santa Clara Valley, the courses in commerce and finance were likewise amplified in 1926 and the University's School of Business Administration began. The Graduate School of Business and Administration was started in 1958 in recognition of the continuing important growth of the region as a business and financial center.

From the 1930's through World War II, the University's enrollment was relatively stable. With the return of many war veterans came an enlarged student body, new resources and an expanded curriculum that led Santa Clara into a new era of rapid growth and development.

From the post-war period to the present, the face of the campus has been changing and expanding. Thanks to the generous support of many friends, nineteen buildings have been added, including most recently—Bannan Hall and the Heafey Law Library addition. Three new facilities—the Louis B. Mayer Theatre, Student Activities Center and Cowell Student Health Center—are in various stages of planning and construction.

In 1961 the University announced a major change in policy and accepted women students for the first time in its 110 year history and quickly became fully coeducational.

Although the student body has grown rapidly in the past decade, it has been held at a relatively small size—3300 undergraduates and 3400 graduate and law students—so that there is a strong sense of community and easy access to the faculty.

*THE UNIVERSITY'S LEGAL NAME is: *The President and Board of Trustees of Santa Clara College* to which should be added, a *Corporation, located at Santa Clara, California*. For the information of individual, corporation and foundation donors who wish the tax-benefits of their gifts and grants, the University is classified by the Internal Revenue Service as a 501(c) (3) (ii) tax-exempt organization and also as not a private foundation under Section 509(a) of the IRS code.

In the same decade the number of courses taught has more than doubled and there has been a proliferation of opportunities for individual study and research, including off-campus work/study programs.

As an independent, tuition and gift-supported university, Santa Clara has been able to accomplish change in ways that reflect its traditional concern for the individual student and for values in education.

LOCATION

The University of Santa Clara is 46 miles from San Francisco near the southern tip of the Bay in an area that is rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry and of professional and scientific activity. Many nearby firms and social agencies are world leaders in the search for solutions to man's most critical problems. The cultural and entertainment centers of San Francisco, Berkeley, Oakland and Marin County are within one hour's travel by bus, train or car. In the opposite direction, about thirty minutes away, are the beaches of Santa Cruz on the Pacific Ocean, and less than two-hours drive from the campus is world-famous Monterey Peninsula and Carmel.

The University is accessible by major airlines via San Jose Municipal Airport just three miles away and via San Francisco and Oakland International Airports.

Climate

Santa Clara has a moderate Mediterranean climate. Over a period of 67 years the average maximum temperature was 71.4° and the average minimum 41.6°. The sun shines an average of 293 days a year and the average annual rainfall is about 15 inches.





AIMS AND OBJECTIVES

The University of Santa Clara is an institution of higher learning founded by the Jesuit Fathers in 1851. The University is governed by a Board of Trustees of laymen and Jesuits.

Its principal objective is to provide superior undergraduate education in the liberal arts, in the sciences and in the professions of business and engineering to a student body of limited size and of high ability.

It also offers selected graduate programs in business, engineering, law and humanities and sciences.

It presents programs in theology, scripture, and other religious studies which include the major religious traditions but with emphasis on the Catholic tradition.

It encourages research as an important part of graduate and undergraduate education.

It encourages experimentation and innovation in teaching methods and curriculum to make the education more relevant to contemporary society and the needs of modern man.

It welcomes professors and students of all races, religions and national origins.

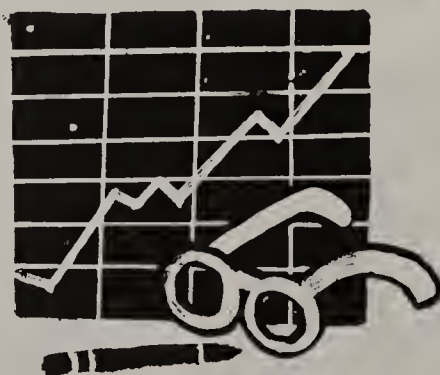
It provides special assistance to disadvantaged students, not only to help solve social injustice, but also to diversify the student body in a way that will better prepare all the students to contribute to a pluralistic society.

Within this diversity it offers the opportunity for spiritual growth in private life and in the Christian community and worship which it fosters.

It is a scholarly community in which students, professors and administrators, united in the search for truth, are actively involved in the formulation and implementation of institutional policy, and share responsibility for creating and maintaining an atmosphere in which all have freedom to learn, freedom to inquire and freedom to express themselves.

Santa Clara recognizes the importance of bringing to students, professors and the community at large, current and influential thought from the mainstream of contemporary life in philosophy, literature, science, the arts, politics, religion and other cultural areas through public discussion, seminars, conferences and exhibitions. These will not necessarily reflect the University position, nor agree with majority opinion, and they will not constitute an endorsement since they may represent divergent views.

Board of Trustees
University of Santa Clara
November 19, 1968



THE GRADUATE SCHOOL OF BUSINESS AND ADMINISTRATION

The Board of Trustees established the School of Business and Administration as an integral part of the University of Santa Clara in 1926. The four-year curriculum was approved in 1927. The Graduate School of Business and Administration was established in 1958.

There are four major divisions:

- 1) School of Business and Administration (Undergraduate—four years) B.S.C. Degree
- 2) Graduate School of Business and Administration (M.S., M.B.A. and Ph.D. Degrees)
- 3) The Center for Leadership Development
- 4) The Institute of Agribusiness

There are six departments within the School—Accounting, Economics, Finance, Management, Marketing and Quantitative.

The Graduate School of Business and Administration correlates the general educational aims of the University with preparation in meeting the general and specific problems of industry, commerce and institutions of various types. The specific aims are to supply professional training for those who are aiming at responsible positions in corporations, in their own businesses, in professional organizations serving business, or in government agencies; and to provide graduate work at both the master and doctoral levels.

National Affiliation

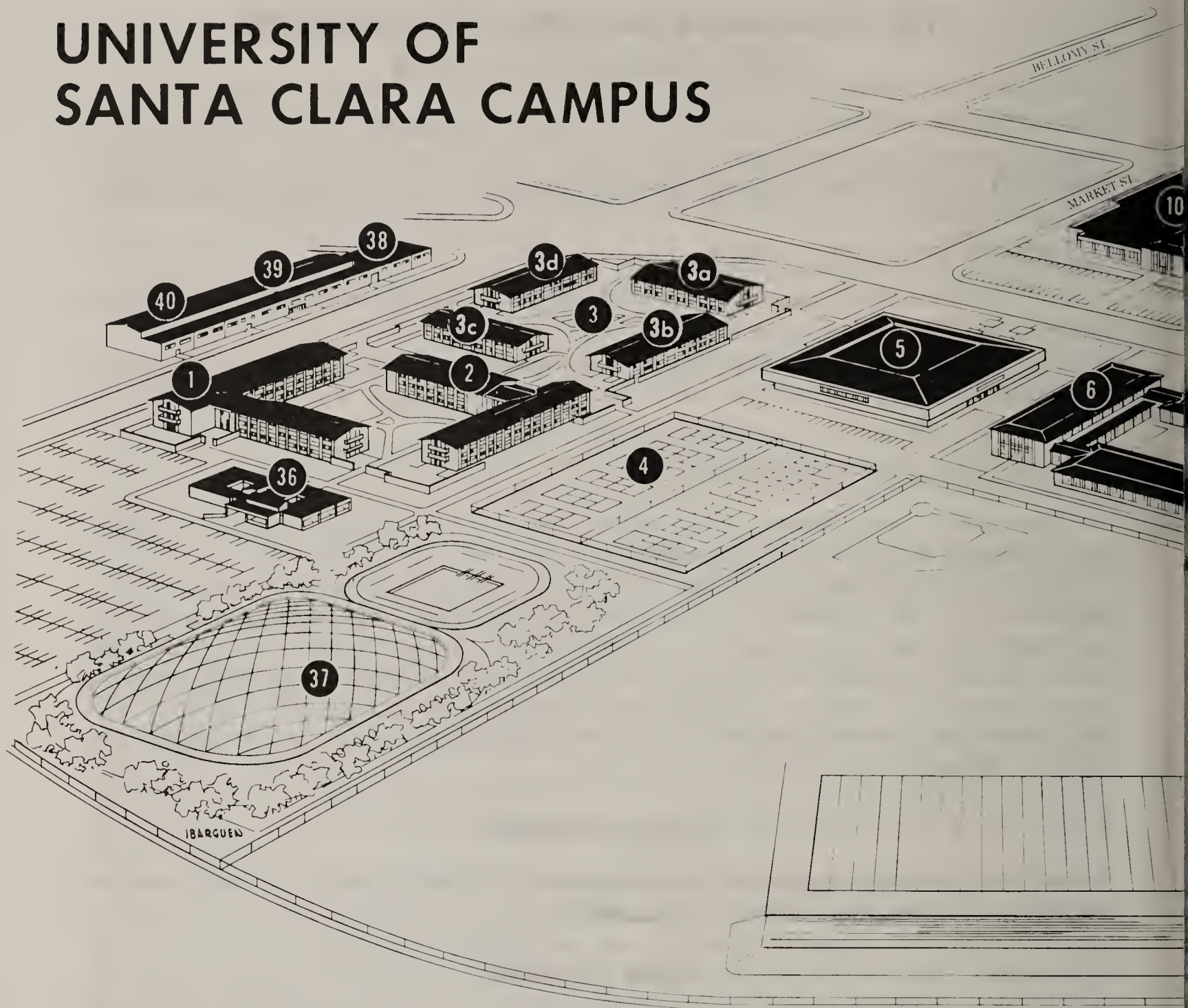
Both the Graduate and the Undergraduate Schools are accredited by the American Assembly of Collegiate Schools of Business.

Rights Reserved

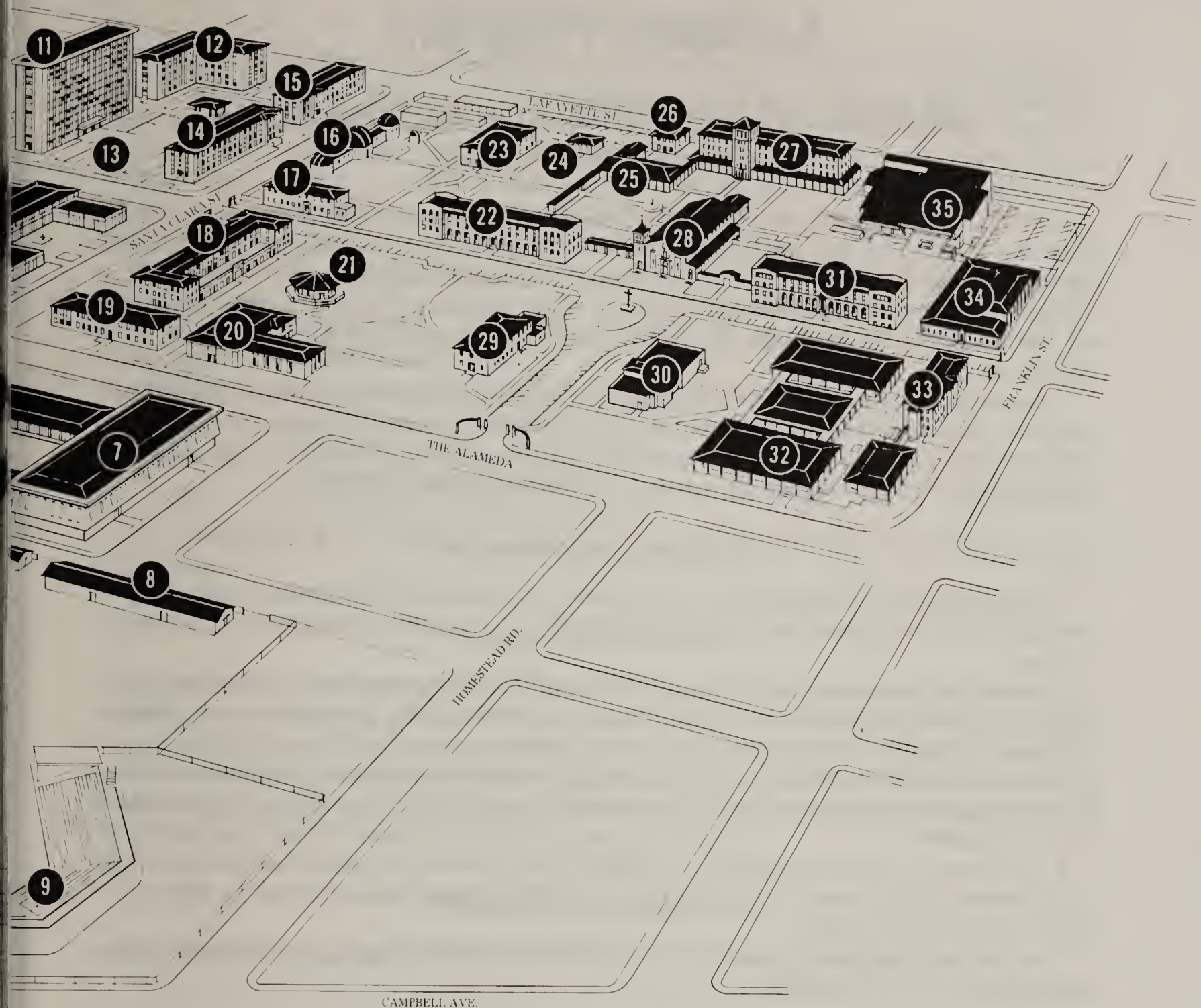
The curriculum and regulations affecting students may be revised at any time at the discretion of the University administration



UNIVERSITY OF SANTA CLARA CAMPUS



- | | |
|-------------------------------|-----------------------------------|
| ① Sanfilippo Residence Hall | ⑨ Buck Shaw Stadium |
| ② Campisi Residence Hall | ⑩ Benson Memorial Center |
| ③ Graham Residence Center | ⑪ Benjamin Swig Residence Hall |
| A Strub Hall C O'Neill Hall | ⑫ Dunne Residence Hall |
| B Swig Hall D Hancock Hall | ⑬ John Kennedy Mall |
| ④ Campus Tennis Courts | ⑭ McLaughlin Residence Hall |
| ⑤ Michel Orradre Library | ⑮ Walsh Residence Hall |
| ⑥ Sullivan Engineering Center | ⑯ Ricard Memorial Observatory |
| ⑦ Bannan Classroom Building | ⑰ Donohoe Infirmary |
| ⑧ Athletic Field House | ⑱ Kenna Hall - School of Business |



- | | |
|--|---|
| 19 Bergin Hall - School of Law | 30 De Saisset Art Gallery & Museum |
| 20 Heafey Law Library | 31 O'Connor Hall |
| 21 Publications Center | 32 Daly Science Center |
| 22 St. Joseph's Hall - Jesuit Residence | 33 Alumni Science Hall |
| 23 Varsi Hall | 34 Seifert Gymnasium |
| 24 Restrooms | 35 Mayer Theatre |
| 25 Adobe Lodge - Faculty Club | 36 Cowell Student Health Center |
| 26 Service Building | 37 Student Activities Center |
| 27 Nobili Hall | 38 Fine Arts |
| 28 Mission Santa Clara | 39 Ballet |
| 29 Walsh Administration Building | 40 Music |

Academic Programs

MASTER OF BUSINESS ADMINISTRATION DEGREE PROGRAM

To assist students to develop the attributes of business leadership, the graduate program leading to the degree of Master of Business Administration stresses the significance of the orientation of business to a dynamic society and the problems of control of the increasingly complex aspects of the economy. The curriculum is focused on the problems of business but is intended to be broad and general, rather than vocational.

Graduate courses are offered during four quarters each year, starting in September, January, March and June. Classes are scheduled during the late afternoon and evening periods to allow graduate students employed during the day to complete the requirements for the degree of Master of Business Administration.

Entrance Requirements

Requirements for admission for the Master of Business Administration degree give recognition to the differences among candidates in educational background and experience.

The M.B.A. program can be built upon undergraduate work in Engineering, Business, Arts and Sciences and other areas. A candidate for admission must have a Bachelor's degree from an institution of accepted standing.

Each candidate for the M.B.A. Degree must successfully complete eighteen courses beyond basic courses, meet grade requirements, and fulfill the course requirements of the program.

If a student has not completed undergraduate courses in Mathematics and Legal Environment of Business, the student must satisfy these requirements by taking 71.292, 71.293 and 73.265.

The following points are taken into consideration in deciding upon admission in the Graduate School of Business:

1. an above-average academic record;
2. the discipline which the applicant followed in the undergraduate program;
3. letters of recommendation;
4. potential for leadership as indicated by experience, attitude and aspiration;
5. scores on various tests, such as ATGSB and GRE examinations;
6. the overall quota in regard to the number which may be admitted in any quarter;
7. good standing at any other university which the applicant has attended (example—if another Graduate School requires a "B" average, the applicant will not be considered unless the grades are at this level);
8. TOEFL examination results (required of all foreign students).

There is no single point that the Admissions Committee uses in making its final decision. The Committee uses all of the items listed above in its evaluation.

Procedures for Application

1. Submit application form in duplicate. While application forms and transcripts must be on file with the Graduate School of Business at least eight weeks prior to the date of registration, the M.B.A. Committee may change this date whenever the quota for a given quarter is filled. Before an application can be evaluated, all transcripts of college credit must be on file at the University. One should write directly to the registrar of each school of collegiate grade attended and listed on the application, and have two transcripts sent directly to the University of Santa Clara.

2. Enclose a \$20.00 application fee. Checks are to be made payable to the University of Santa Clara.

3. Two recommendations are required. Forms to be used for this purpose will accompany the application forms.

Applications and transcripts should be addressed to:

Dean, M.B.A. Program
Graduate School of Business
University of Santa Clara
Santa Clara, California 95053

All credentials and transcripts which are submitted become the property of the University.

Degree Requirements

The Master of Business Administration will be granted after completion of a minimum of 18 courses beyond the basic courses. All credits must be earned in graduate courses open only to graduate students. Undergraduate courses may not be substituted in the satisfaction of this requirement. Residence requirements of the University may be met by completing 16 graduate courses in the Santa Clara Graduate School of Business and Administration within six calendar years.

Attendance Requirement

Students are required to attend a minimum of 80% of all classes.

Continuation in Program

Permission to register in the Graduate School of Business does not, in itself, imply that the student is accepted or will be accepted as a candidate for an advanced degree. Once a student has completed 6 graduate courses beyond the basic courses he must petition to continue in the program for the M.B.A. Degree. If the petition is not approved, the student will be asked to withdraw and will not be allowed to continue in the M.B.A. Program.

Academic Status

To qualify for the M.B.A. Degree, a student must have an overall average of 2.25, in all the work taken at the University of Santa Clara in the Graduate School. A "C" grade is considered a minimum passing grade in each course. If, in the opinion of the Committee on Academic Standing of the Graduate School, a student's work is so poor as to justify the action, he may be asked to withdraw.

Credit from Other Schools

The maximum number of courses earned at other institutions which will be accepted towards the M.B.A. Degree will be two. This work in order to be acceptable must have been taken during the five years prior to the student's registration in the M.B.A. Program at Santa Clara, and have been in graduate classes open only to graduate students.

Concurrent Enrollment

With the exception of the planned J.D.-M.B.A. combined program, a student in the Graduate School of Business will not be allowed concurrent enrollment either in other Schools of the University of Santa Clara or in other colleges and universities. This includes the Summer Session.

Incompletes

A student's work may be reported incomplete if some essential portion of the work in the course remains unfinished after the final examination. An incomplete becomes a failure (F) unless the unfinished work is completed to the satisfaction of the instructor within a period of four weeks after the beginning of the next scheduled quarter, not including the Summer Session.

Leave of Absence

A Leave of Absence will be granted only for a specified time and normally not beyond one year. When a student plans to return from a Leave of Absence, it is necessary to give notice on written petition eight weeks before the date of registration.

Withdrawal

Students may withdraw from courses prior to two weeks before the date on which the final examinations begin.

Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition. Any student withdrawing prior to the sixth meeting will receive a refund of one-half of the tuition. No refunds of tuition will be made after that time.

When a student withdraws from the University or from a class, a Withdrawal form must be submitted to the Administrative Office of the Graduate School of Business. This cannot be done by mail or by telephone, but must be done in person.

Readmittance to the Graduate School of Business

1. The regulations of the Graduate School of Business are such that any student who does not register during a regular quarter of the academic year (summer semester excluded) will be placed on the inactive list unless he is given a leave of absence. When a student is placed on the inactive list, it is necessary that a Graduate Application Form and application fee be submitted and the student will be considered for readmission on the same basis as a new applying student. The applicant will also be required to fulfill any additional requirements which the faculty may adopt during the interim period between registrations.

2. The student must also state if he has or has not attended any other school(s) since withdrawing from the University of Santa Clara. If the student has attended another school, all transcripts must be sent to the Dean, Graduate School of Business, University of Santa Clara, Santa Clara, Ca. 95053.

Program Changes

As long as a student continues in residence each quarter until completion of the degree, the student may follow all regulations of the bulletin at the time of the first registration. The student may, upon written petition to the M.B.A. Committee, receive permission to follow the new requirements in a subsequent bulletin. However, there can be no combination of the requirements from both bulletins.

Substitution of Free Electives

Students who have had a major in their prior degree programs in one of the following fields—Accounting, Economics, Finance, Management, Marketing or Quantitative Methods—may with the approval of the M.B.A. Committee on written petition, substitute free electives for the two required courses in that particular area of specialization. However, this approval will be limited to one field. All students must complete the work in at least five of the fields listed above in their programs.

Substitution of Courses

Students who have successfully completed prior course work in the following fields—Accounting, Economics, Finance, Management, Marketing or Quantitative Methods—may with the approval of the M.B.A. Committee on written petition, substitute advanced work in the same fields for the required courses in those particular areas of specialization.

Basic Courses

(May not be included as part of the 18 course requirement.)

This group of courses will provide a background in Mathematics and Legal and Social Environment of Business. Students coming from a liberal arts undergraduate major may find it necessary to take all of these courses. These basic courses are offered as part of the graduate program and will satisfy undergraduate deficiencies. These courses are not to be included as part of the 18 course requirement but the grades will be included in determining the student's overall average.

73.265 Legal and Social Environment of Business

71.292 Mathematical Analysis I

71.293 Mathematical Analysis II

Required Courses (12)

13.231 Economic Analysis of the Firm I

13.232 Analysis of Business Conditions I

70.216 Financial Accounting I

70.217 Financial Accounting II

71.200 Quantitative Methods I

71.201 Quantitative Methods II
72.280 Marketing Management I
72.282 Marketing Management II
73.260 Management I—Organization and Management
73.268 Management II—Organizational Behavior
74.245 Financial Management I
74.246 Financial Management II

Computer Requirement

All students must develop a minimum level of competence in the use of the computer facilities. This requirement may be satisfied in one of three ways:

1. Passing a special test upon the completion of the no-credit laboratory;
2. Completing 71.295 with a satisfactory grade;
3. Securing approval of the M.B.A. Committee by petition to waive computer requirement because of prior comparable experience and/or courses.

Elective Courses (5)

Five elective courses may be selected from the schedule of electives which are offered. The number of electives given each year will vary depending upon the availability of faculty and the interest of the students.

Students may not register for electives for which they have not fulfilled the necessary prerequisites.

Required Capstone Course (1)

73.266 Business Policies

Alternative Requirement for Business Policies

On petition, a limited number of students may be permitted to substitute a thesis for the Business Policies requirement.

Accounting Program

All students in the Graduate School are required to take Accounting 70.216, 70.217 or the equivalent.

For those with a major in undergraduate accounting who wish to prepare themselves for a professional career in accounting, the following sequence of courses is recommended: 70.219; 70.220; 70.222; 70.224; 70.225; 70.226; and a course in Information Systems.

Those who do not have a major in undergraduate Accounting but wish to prepare themselves for a professional career may do so by undertaking the following sequence of courses: 70.216; 70.217; 70.218; 70.219; 70.220; 70.221; 70.222; 70.223; 70.224; 70.225; 70.226, and a course in Information Systems. This program cannot be completed within the 18 course scope of the M.B.A.

THE MBA PROGRAM IN AGRIBUSINESS

The Graduate School of Business and Administration also offers an MBA program in Agribusiness. The program is designed for those who are planning a career in the management of enterprises associated with agriculture.

Students who enter the program with sufficient academic background and experience may complete requirements for the MBA degree in twelve months; however, the program has the flexibility for plans of study of up to eighteen months for those who have special needs.

Students enter the program only in September and complete degree requirements in August or December of the following year, or in March of the next year. All students are required to participate in a twelve-week summer session which usually consists of six weeks of field experience and six weeks of classroom work. For those who already have considerable work experience, a special project related to the student's interests may be substituted for the field experience.

The curriculum consists of two parts: ten quarter courses in the six basic areas of administration plus five required and three elective courses in agribusiness. Emphasis early in the program tends to be on the basic courses which provide much of the background for the more advanced agribusiness courses; however, the study of agribusiness begins in the first quarter so that each person can begin to relate the basic material to his own professional interest. In the latter stages of the program most of the time is devoted to agribusiness courses.

All applications and correspondence on admission should be directed to:

Director
Institute of Agribusiness
Graduate School of Business
University of Santa Clara
Santa Clara, California 95053
Telephone: (408) 984-4086



THE MASTER OF SCIENCE DEGREE IN APPLIED ECONOMICS



Objectives

The Master of Science Degree in Applied Economics is designed to prepare students for careers as economists in industry, finance and government. The emphasis of the program is on applied economics.

Admission Requirements

The basic requirement for admission into the Master's degree program is a Bachelor's degree from an approved undergraduate institution. To be admitted into the program the student must have an above-average academic record. An undergraduate major in economics is not essential for acceptance.

Applications and transcripts should be addressed to:

Director, Master of Science in Applied Economics
Graduate School of Business
University of Santa Clara
Santa Clara, California 95053

Degree Requirements

To satisfy the requirements for the degree of Master of Science in Applied Economics, the student must complete 45 quarter credit hours of course work (15 term courses) beyond two basic courses in calculus, one course in statistics, one course in intermediate macroeconomics and one course in intermediate microeconomics. The requirements are divided as follows.

1. Two courses in advanced macro- and microeconomics
 - 13.233 Analysis of Business Conditions II
 - 13.237 Economic Analysis of the Firm II
2. Three courses in statistics and econometrics
 - 13.238 Econometrics I, or
 - 71.204 Statistical Research Methods
 - 13.239 Econometrics II
 - 13.240 Econometrics III
3. A minimum of four economic electives
4. Three courses in one field other than economics, offered by the Graduate School of Business
5. One computer course
6. Two free electives

Other Information

Regulations in regard to incompletes, withdrawal, readmission into the program, fees, transfer credit, program changes, time limitation, satisfactory progress, continuation in program and other regulations are the same as those which apply in the Graduate School of Business.



THE DOCTOR OF PHILOSOPHY DEGREE PROGRAM IN BUSINESS

The degree of Doctor of Philosophy in Business Administration is conferred upon students as an indication of high intellectual achievement. It is intended to prepare students for careers both in business and academic work. Emphasis is not only placed on breadth of understanding and analytical competence but on the development of strong teaching capabilities in Business Administration.

Because of the general nature of the program, students will be able to apply their background knowledge to a wide range of application and will be able to keep up with the growing body of knowledge surrounding business activity.

The requirements for the degree are expressed in general terms; it is intended that the program retain a high degree of flexibility. Students will be asked to meet the general requirements of the Graduate School of Business, and beyond that, it is expected that the curricular requirements will be adapted to the needs and objectives of the student.

Admission to the Program

Candidates for admission to the program must have earned a baccalaureate degree from an accredited collegiate institution and must establish this record with an official transcript from the institution granting the degree. In addition, the candidate must take the Admission Test for Graduate Study in Business, given by the Educational Testing Service. At the time of application for admission the student will receive any other reference material needed. Admission to the graduate program does not assure the candidate continuous registration. The candidate must maintain a satisfactory grade average and must pass the various examinations.

Admission to the doctoral program is generally limited to the fall quarter. All application forms and transcripts must be on file with the Graduate School of Business prior to March 1.

Applications, transcripts and ATGSB scores should be addressed to:

Chairman, Doctoral Program
Graduate School of Business
University of Santa Clara
Santa Clara, California 95053

All credentials and transcripts which are submitted become the property of the University.

Degree Requirements

The degree of Doctor of Philosophy will be awarded on the basis of: the successful completion of 90 quarter-hours of graduate course work; the passing of a screening examination which is designed to reveal the candidate's understanding of the University of Santa Clara's Master of Business Administration program; the passing of a comprehensive oral examination; and the writing and oral defense of an acceptable dissertation.

At least 45 quarter units of graduate course work must be completed at the University of Santa Clara. Credit for graduate work taken at other accredited institutions may be

allowed, on petition to the Doctoral Committee of the School of Business, to a maximum of 45 quarter units.

It must be emphasized that the attainment of the degree of Doctor of Philosophy is not simply the accumulation of a given number of course credits, but is the building of a background of knowledge and understanding broad and secure enough to allow the candidate to pass the succession of examinations set for him. Many candidates may find it advantageous to take more than minimum course requirements.

Program of Study

The Language Requirement. The candidate will be asked to develop a reading knowledge of a foreign language. This is not a conversational language requirement; if the candidate is able to read and gain the meaning of literature in the fields of interest, the candidate will have attained the goal.

Screening Examination. This screening examination will be a written test and will be designed to reveal the candidate's understanding of the University of Santa Clara Master of Business Administration program, as outlined in the catalog of the Graduate School of Business. No student will be allowed to proceed in the doctoral program until this examination is passed.

Upon completion of the screening examination, the student will be asked to select a major field of emphasis. The student will present a written proposal for the field of emphasis to the Doctoral Committee for approval. Programs in fields of emphasis are limited to the regularly scheduled graduate classes offered in the Graduate School of Business.

Once the field of emphasis has been approved by the Doctoral Committee the candidate will be assigned to the department chairman who will be responsible for working out his program. This program must be approved by the Doctoral Committee before the candidate will be allowed to proceed.

Whenever the department chairman believes the candidate is ready to take a comprehensive oral examination in the field of emphasis, a committee of five members of the faculty will be appointed by the Doctoral Committee to give the oral examination.

The Dissertation Requirement. The dissertation for the degree of Doctor of Philosophy is expected to constitute a contribution to knowledge. It must be an original work, requiring both research and analysis.

The candidate will be required to invite at least three members of the faculty of the Graduate School of Business to serve on his Dissertation Committee. The latter will not be considered formally constituted until all members of the Committee accept the thesis proposal. Included among the criteria on which the thesis proposal will be evaluated are the following:

- a) The principal and subsidiary issues to be analyzed.
- b) The design of the research including the sources and types of data to be used.
- c) The methods of analysis.
- d) Relation of the projected work to available studies and literature bearing on the topic.
- e) The significance and purpose of the research.
- f) Scope and depth of the intended work.
- g) The feasibility of the study for the candidate.

- h) Overall judgment as to whether or not the thesis proposal will allow the candidate to demonstrate the ability to perform original research in a scholarly way and to make a contribution to the knowledge and understanding of the field.

The thesis must be written in clear, grammatical and forceful English, typewritten or reproduced by a method which allows the document to be microfilmed clearly, and accompanied by a concise summary of about ten to fifteen pages. One original and at least two copies must be submitted to the student's dissertation committee. The members of this committee and any others invited by the Doctoral Committee will examine the candidate orally on his dissertation. On the successful oral defense of the dissertation, the candidate will have completed all requirements for the degree of Doctor of Philosophy in Business Administration. (The dissertation must be completed within a five-year period from the date of passing the comprehensive oral examination.)



Acting Academic Vice President William F. Donnelly, S.J., with Visiting Executive in Residence William A. Buzick, Chairman of Consolidated Foods Corporation.

THE CENTER FOR LEADERSHIP DEVELOPMENT

The Center for Leadership Development at the University of Santa Clara Graduate School of Business and Administration was organized in 1957 to provide programs of continuing education for executives, managers and supervisors. Many different seminars, institutes, workshops and conferences are conducted for people coming from all levels of management and from public and private, profit and nonprofit institutions. Some of these programs are initiated by the University, but many are instigated by a single company, by a group of companies, or by a professional association.

Although the Center was established as an adjunct of the Graduate School of Business, the educational and professional talents of all parts of the University are integrated in these programs.

The more important programs which are offered each year include the following:
Management Development Program—(Offered Fall, Spring and Summer—a twelve-day program) for middle- and upper-management people.

Foremanship and Supervision Program—20 weeks, Fall to Spring.

Seminar in Hospital Management—four eight-week seminars throughout the year.

Seminar in Municipal Management—four eight-week seminars throughout the year.

Western Institute for Organization Management conducted in cooperation with the

Chamber of Commerce of the United States—a one-week each year, for six years, intensive program for Chamber of Commerce and Association executives.

Associated Credit Bureau Program—a one week each year, four year series.



Financial Information

TUITION AND FEES

Application Charge..... \$ 20.00

This charge is to be sent with each application form and is not refundable.

Registration Fee..... 5.00

This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.

Tuition, per three quarter units* 165.00

Dissertation microfilming, Ph.D. 25.00

Diploma and Graduation Fee 25.00

Payable in each quarter in which degree is granted.

Dissertation Fees

Once the candidate for the Doctor of Philosophy Degree in Business has passed his comprehensive oral examination, the candidate will be required to register for nine units each succeeding quarter until 45 quarter units of tuition is paid. In the event the candidate has not completed the dissertation in the five quarters of registration, additional tuition charges will not be assessed.

All candidates must continue to register each quarter (summer not included) and pay the registration fee each period until they complete their dissertations. Students who fail to do this will be placed on the inactive list.

Refund of Tuition

Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition. Any student withdrawing prior to the sixth meeting will receive a refund of one-half of the tuition. No refunds of tuition will be made after that time. The registration fee is not subject to refund.

FINANCIAL AIDS

Financial assistance at the University of Santa Clara is awarded on the basis of demonstrated leadership and character, superior academic record, and financial need. Assistance generally is categorized as scholarships, loans, deferred payment plans and jobs.

Aid Qualifications

The Graduate School of Business offers a limited number of scholarships to outstanding graduate students. In selecting students to receive financial aid, evidence of financial need is required. Please request a financial aid application from the Graduate School of Business Office.

*The University assesses a charge for tuition deferments.

Because scholarships and grants are limited, many students applying for aid find the most advantageous method of financing their education through a loan program. Among those available to students are the National Direct Student Loan Program and Federally Insured Student Loans. It is also possible for graduate students who are residents of California to apply to the California State Scholarship and Loan Commission for graduate fellowships. Application forms and further information may be obtained from the Office of Financial Aids.

Veterans and Veterans' Dependents Assistance

The University of Santa Clara is listed by the Veterans Administration as qualified to receive students under Chapter 34 (veterans), Chapter 35 (veterans' dependents—son or daughter with parent deceased or 100% disabled; widow of any person who died in the service or died of a service connected disability, or the wife of a veteran with a 100% service-connected disability) and Chapter 31 (rehabilitation). Those interested in attending under any of these chapters should contact the Veterans Administration Office in their locality to determine eligibility for benefits.

The State of California provides a program for children of veterans who are deceased or disabled from service-connected causes. Application should be made to the California Department of Veterans Affairs, 350 McAllister Street, San Francisco, CA 94102.

Information regarding these programs may be obtained from the University of Santa Clara veterans' counselor located in the Registrar's Office, Della Walsh Hall.



Student Life

COUNSELING SERVICES

The members of the M.B.A. Program Committee, the professors of the student's major department and the Dean usually take care of the academic counseling of the students.

The University Counseling Center is complementary to, and supportive of, the total university counseling, guidance and advisement effort. A professional staff of psychologists and guidance specialists is available to aid the students in dealing with academic, occupational planning, and personal-social problems which may confront them as maturing men and women. Counseling and testing procedures are used that are appropriate to the student's needs.

STUDENT HOUSING

The University maintains twelve dormitories for undergraduate students living on campus.

Dormitory space is open to graduate students only on a space-available basis after undergraduate requirements have been met. Inquiries should be sent to: Director of Housing, University of Santa Clara.



STUDENT ORGANIZATIONS

BETA GAMMA SIGMA, Delta Chapter, is a professional business honor fraternity to encourage and reward scholarship and accomplishment among students of commerce and business. It promotes the advancement of education in the art and science of business and fosters integrity in the conduct of business operations. Members are selected on the basis of high scholarship and good moral character.

FINANCE CLUB. The University of Santa Clara Finance Club is a chapter affiliate of the American Finance Association, a national professional society of some 4,000 members representing university teachers and professional people from business, government and finance. The primary objective of the organization is to promote individual interest and knowledge in the various areas of finance through the interchange of ideas and research by people in finance. Membership in the student chapter provides the opportunity to participate in meetings, forums and seminars involving leaders of the business and financial communities.

THE MARKETING CLUB is the student chapter of the American Marketing Association. It welcomes all students who have an interest in marketing. The Club sponsors a lecture series and other activities of current interest. Members also are eligible to participate in the student activities of the American Marketing Association.

THE GRADUATE BUSINESS AND BUSINESS ADMINISTRATION ASSOCIATIONS are organizations of students in the Schools of Business for the study of business problems and for the encouragement of social activities among the students of the Schools. Frequent lectures are given before the Associations by businessmen of prominence.



Graduate Courses

(Open to Graduate Students Only)

Department of Accounting

Charles Louie, Ph.D. *Chairman*

70.216. FINANCIAL ACCOUNTING I

Valuation of Assets.

70.217. FINANCIAL ACCOUNTING II

Liabilities and proprietorship. Prerequisite: 70.216.

70.218. MANAGERIAL ACCOUNTING

Analysis and interpretation of costs for decision making. Prerequisite: 70.217.

70.219. ACCOUNTING PROBLEMS I

An intensive review of complex accounting problems. Prerequisite: 70.216; 70.217; 70.218 or an undergraduate major in accounting.

70.220. ACCOUNTING PROBLEMS II

A continuation of 70.219. Prerequisites: 70.216; 70.217; and 70.218.

70.221. AUDITING I

Standards and practices in auditing procedure. Prerequisite: 70.216, 70.217; 70.218.

70.222. AUDITING II

A continuation of 70.221. Prerequisite: 70.221 or an undergraduate course in Auditing.

70.223. TAXATION I

Federal and state practice in taxation. Prerequisite: 70.216; 70.217; 70.218.

70.224. TAXATION II

Continuation of 70.223. Prerequisite: 70.223 or an undergraduate course in Taxation.

70.225. CONTEMPORARY THEORY IN FINANCIAL ACCOUNTING

A review of theory as applicable to accounting practice. Prerequisite: 70.216; 70.217; and 70.218.

70.226. SELECTED TOPICS IN FINANCIAL ACCOUNTING THEORY

Prerequisite: 70.216; 70.217; and 70.218.

70.227. PLANNING, BUDGETING AND CONTROL I

The concepts and applications of planning for the revenues of a firm. Emphasis is placed on various tools for forecasting industry sales and the resulting firm's share. In addition, the general budget model of a firm is developed which quantifies the effect which forecasted sales has on various segments of a business. Prerequisite: 70.218.

70.228. PLANNING, BUDGETING AND CONTROL II

A detailed examination of the accounting information system and its relationship to the firm's general budget model. Emphasis is placed on the information system and the use of the general budget model for budgeting and controlling the firm's operations. Prerequisite: 70.218.

70.229. CONTROLLERSHIP

Organization of the controllership function and control through accounts. Prerequisite: 70.228.

70.319. SEMINAR IN ACCOUNTING

Department of Economics

Mario L. Belotti, Ph.D., *Chairman*

13.231. ECONOMIC ANALYSIS OF THE FIRM I

The focus of 13.231 is on acquainting the student with elementary economic concepts and their relationship to business decision-making. Topics include basic supply and demand analysis, the theory of consumer behavior, the theory of cost and production; the effects of alternative market structures and alternative business policies on the pricing and output decisions of the individual firm, and selected areas in monopoly regulation. Prerequisite: 71.293.

13.232. ANALYSIS OF BUSINESS CONDITIONS I

The focus of this course is on the macro, or aggregative aspects of the economy. The course aims at developing a thorough understanding of the operations of an economic system. Particular emphasis is placed upon economic forces which influence the level of income, employment, output, prices, interest rates, and economic growth. The course is especially designed to prepare future decision-makers to understand how an economy functions and to help them interpret, analyze and cope with aggregate economic phenomena. Prerequisite: graduate standing.

13.233. ANALYSIS OF BUSINESS CONDITIONS II

The objective of this course is an in depth study and analysis of selected macroeconomic topics. Emphasis will be placed upon the effects of expectations in a process of aggregate dynamic adjustment together with a presenta-

tion of the elements of growth theory and macrodynamics. Prerequisite: 13.232 or equivalent.

13.234. ECONOMIC POLICY

This course examines and evaluates those actions taken by the government with the purpose of affecting economic life. The course places particular emphasis upon macroeconomic policies (monetary, fiscal, growth, international, etc.) which affect the current economic and business environment. The course is divided into three parts. The first part examines the complex of ideas (economic philosophies) governing, predisposing or coloring judgments on economic policy. The second part examines the goals, the tools and the end-means relationships of economic policy. The third part examines and evaluates selected economic policies and their impact on the economic and business environment. Prerequisites: 13.231 and 13.232 or equivalent.

13.235. URBAN ECONOMICS

This is a course concerned with problems of the urban economy. Emphasis is on the planning function of managers of urban areas, especially with respect to location, land use, housing and transportation. Prerequisite: 13.231 or equivalent.

13.236. ECONOMICS OF THE PUBLIC SECTOR

In this course the role of the public sector in private sector decisions is examined. The case for collective action is developed by considering the problems posed by goods with poorly defined property rights. Of special interest is the origin of externalities and their effects on both private and public enterprises. Prerequisite: 13.231 or equivalent.

13.237. ECONOMIC ANALYSIS OF THE FIRM II

In this course, a wide range of firm decision problems are explored under a number of assumptions concerning firm goals, market "conditions" and firm technology. The focus throughout is on using economic theory as a framework for business problem solving. Topics include an analysis of the role of demand, production and cost functions in business decisions and their use in reaching the "best" decisions. Course work and assignments emphasize systematic use of available information in solving business decision problems. Prerequisite: 13.231 or equivalent.

13.238. ECONOMETRICS I

Econometrics I is a course in mathematical statistics designed to provide the theoretical background for regression analysis and analysis of variance. Prerequisite: Differential and Integral Calculus. (This requirement may also be fulfilled by completing 71:204.)

13.239. ECONOMETRICS II

An introduction to the use of statistical methods as a tool for business plan-

ning and policy. Emphasis will be on estimating the general linear model and acquainting the student with the nature of the problems which arise when statistical models are applied to business and economic data. Prerequisite: 71.204 or equivalent.

13.240. ECONOMETRICS III

This course is a continuation of Econometrics II and is primarily concerned with developing estimation techniques capable of coping with problems peculiar to business and economic data. Topics include generalized least squares, instrumental variables and two stage least squares. Each student is expected to successfully complete several estimation projects during the course. Prerequisite: 13.239.

13.241. FLOW OF FUND ANALYSIS

This course focuses upon the financial system as a whole. Specifically, the course deals with the basic determinants of the supply of and demand for loanable funds; the manner in which funds are exchanged in the money and capital markets, the influence of demand and supply factors upon interest rates, the impact of changes in interest rates, money supply, and loanable funds upon the level of economic activity. The conceptual framework employed throughout the course is the flow of funds. Prerequisites: 13.231 and 13.232 or equivalent.

13.242. INTERNATIONAL TRADE AND DEVELOPMENT

This course will focus on the international economic environment and the relationship between public policy and international business activity. The emphasis will be upon the application of principles and techniques of economic analysis to the following topics: Foreign trade and the national economy; the means of international payments; foreign exchange markets; investment overseas; balance of payments effects; competition and specialization; national attempts at control; international agreements and institutions; the process of economic development; and changing patterns of investment and trade. These topics will be treated in class lectures, discussions and short papers on policy issues of current interest. Prerequisites: 13.231 and 13.232 or equivalent.

13.243. INDUSTRIAL ORGANIZATION

An advanced analysis of competition and business policy including the theory of price and non-price competition in different market structures. Emphasis is placed upon the structure, conduct and performance of various industries. In this setting, antitrust policy and public utility regulation are studied in terms of their underlying economic rationale and their outcome in practice. Prerequisite: 13.231 or equivalent.

13.244. MANPOWER PROBLEMS

This course will examine the following topics: a) the manpower implications of technological change in an advanced economy; b) the determinants of

technological change; c) the relative impacts of supply oriented manpower programs versus aggregate demand measures in dealing with unemployment; d) education and its economic implications, especially vis-a-vis manpower question; e) problems of racial and sexual discrimination; f) poverty in its employment related aspects. The course will build upon the student's training in macro- and microeconomic theory and quantitative methods to gain an appreciation of and some expertise in the area of human resource questions. Prerequisites: 13.231 and 13.232 or equivalent.

13.245. THE ECONOMICS OF PLANNING

This course will survey the various theories and principles of economic planning adopted under different economic systems, but with special emphasis on the developing countries of the world. Analytical formulation of growth and development goals including optimal growth models and the problems and practices in implementing development policies will be stressed. Major topics within this framework will include: (1) an examination of quantitative techniques of planning such as input-output and mathematical programming; (2) techniques of investment decision and project selection with special emphasis on cost benefit analysis; (3) balance of payments strategies and policies; and (4) optimal fiscal and monetary policies in the development context. The course will be technique oriented and the case method will be used throughout. Prerequisites: 13.231 and 13.232 or equivalent.

13.246. BUSINESS AND ECONOMIC FORECASTING

Statistical techniques used in the prediction of economic time series will be explored. Topics include trend estimation, estimation of autoregressive and moving average models; construction and use of econometric models and indices of economic activity. The perspective will be that of individual decision making units doing prediction for planning purposes. Prerequisites: 13.231, 13.232, and 13.239 or equivalent.

13.247. ENVIRONMENTAL ECONOMICS

A course in application of microeconomic analysis to problems of environmental use. Special attention is given to: (1) problems incurred in modeling optimal environmental use; (2) explaining the advantages and disadvantages of various policy alternatives aimed at achieving optimal use of environmental resources; and (3) the methodology and design of environmental impact statements. The student will be required to critique an existing environmental impact report and to prepare such a report for a proposed development in the metropolitan area. Prerequisite: 13.231 or equivalent.

13.298. SEMINAR IN APPLIED ECONOMIC RESEARCH

This course will involve students in empirical research under close faculty supervision in order to develop an appreciation of the nature and limitations of economic measurements. An area of current economic interest will serve as the focal point of the seminar. Each student will be expected to undertake a limited empirical problem within the seminar area and to demonstrate an

acceptable level of research proficiency. Prerequisites: 13.236, 13.237 and 13.239.

Department of Finance

D. Robert Papera, Ph.D., *Chairman*

74.245. FINANCIAL MANAGEMENT I

Emphasis is placed on financial analysis, decisions and policies related to the management of current assets and short term sources of funds. Prerequisite: 70.216.

74.246. FINANCIAL MANAGEMENT II

Emphasis is placed on financial analysis and theory pertinent to financial structure, cost of capital, capital budgeting, investment policy and valuation. Prerequisite: 74.245.

74.247. DYNAMICS OF THE FINANCIAL SYSTEM

Role and functions of financial institutions, financial flows, interest rate structures, money and capital markets. The implications for the formulation of business financial policy will be highlighted. Prerequisite: 74.246.

74.248. SEMINAR IN FINANCE

Prerequisite: 74.246.

74.249. INVESTMENT PORTFOLIO MANAGEMENT

Nature of financial institutions and the development of their investment programs and policies both in practice and theory. Prerequisite: 74.246.

74.250. SEMINAR IN FINANCIAL RESEARCH

Prerequisite: 74.246.

74.251. INTERNATIONAL FINANCE

This course examines in depth the functioning of the international monetary system as well as the financial problems of business firms operating internationally. Topics covered: transfer of international payments; foreign exchange rates; balance of payments; balance of payments adjustment; international liquidity; international investment; international financial markets; international banking; international financial management. Prerequisite: 74.246.

74.252. RISK MANAGEMENT AND INSURANCE

A survey course to acquaint the student with the general principles of insurance and their application to financial management.

74.345. DOCTORAL SEMINAR IN FINANCE I

Department of Management

Joseph M. Trickett, Ph.D., *Chairman*

73.260. MANAGEMENT I—ORGANIZATION AND MANAGEMENT

An exploration of classical managerial thought and principles. To include such topics as: the functions of Management; Comparative models of organization structure; Communication process in the formal organization; Management by objectives; the concepts of organization structure and the impact of managerial practice.

73.261. THE SOCIAL PSYCHOLOGY OF MANAGEMENT

Analysis of social roles and relationships within business. Prerequisite: 73.260.

73.264. SEMINAR IN MANAGEMENT

Discussion of the future role of the manager as it will be affected by the trends and changes in the external and internal environment. Prerequisite: 73.260 and 73.268.

73.265. LEGAL AND SOCIAL ENVIRONMENT OF BUSINESS

The general objective of this course is to enable the student to acquire a working background and understanding of the legal and social climate in which business operates. This requires a conceptual framework for analyzing and interpreting the issues and social forces that make the law and influence the decisions made in business.

73.266. BUSINESS POLICIES

The study from a systems approach of policy development and formulation in organizations. The integration of the multiple viewpoints of the different functions in a firm is part of this approach. Case discussion is stressed. Limited to students in the final quarter of work for the M.B.A.

73.268. MANAGEMENT II—ORGANIZATIONAL BEHAVIOR

Analysis of optimum utilization of human resources in the organization. The course explores the contributions of the behavioral sciences to administrative practice and includes such areas as: Human motivation; Group dynamics; Interpersonal relationships; Management of conflict and change as an organizational variable. Prerequisite: 73.260.

73.269. COMMUNICATIONS

The functional and dysfunctional aspects of the communication process with particular emphasis on communication patterns and barriers in small groups and large-scale organizations. Prerequisites: 73.260 and 73.268.

73.270. INTERNATIONAL MANAGEMENT

An analysis of problems associated with international operations of business organizations. Prerequisites: 73.260 and 73.268.

73.271. SEMINAR IN COMPARATIVE ORGANIZATION THEORY

This course has two related objectives. First, it examines in depth available research concerning the effectiveness of current organizational designs. Secondly, it reflects an awareness of the increasing importance of the service sector in our economy by involving members of the class in research on a variety of organizations, schools, unions, prisons, and hospitals. Prerequisites: 73.260 and 73.268.

73.273. SEMINAR IN ORGANIZATIONAL BEHAVIOR

A course designed to allow a student the opportunity to apply the conceptual areas discussed in 73.260 and 73.268. Simulated experiential learning involving case analysis—group learning processes and non-academic resource personnel. Prerequisite: 73.260 and 73.268.

73.275. SOCIETY AND THE ENVIRONMENT

An evaluation of problems in society as related to the environment. Prerequisites: 73.260 and 73.268.

73.297. BUSINESS ETHICS

A consideration of ethical problems which grow out of business practices; an inquiry into competitive and interpersonal relationships.

73.360. DOCTORAL SEMINAR IN MANAGEMENT I

Department of Marketing

Ronald Stucky, Ph.D., *Chairman*

72.277. PRODUCT MARKET PLANNING AND STRATEGY

This course will deal with the role of management in creating and exploiting new products (with emphasis on industrial products). Discussion will focus upon the various stages of new product evolution: exploration, screening, business analysis, development, testing and commercialization. Activities in each of these phases will be investigated in considerable detail through readings, discussion of analytical techniques, and the case vehicle. A course project will provide practical illustration of problem structure and the broad issues concerning analytical approaches to new-product decisions. Prerequisites: 74.246; 72.282.

72.278. INTERNATIONAL MARKETING

An analysis of problems associated with international marketing. Prerequisite: 72.282.

72.279. SMALL BUSINESS ENTREPRENEURSHIP

An analysis of investigating and beginning a new business venture. Prerequisite: 72.282.

72.280. MARKETING MANAGEMENT I

Analysis of principles and methods of marketing from the viewpoint of management through case discussion.

72.281. MARKETING THEORY

Critical treatment is given to the development of a theoretical basis of marketing and to the economic aspects of marketing. Prerequisite: 72.282.

72.282. MARKETING MANAGEMENT II

Economics of pricing, product and sales planning and public regulation of marketing are considered. Prerequisite: 72.280.

72.283. SEMINAR IN MARKETING

Prerequisite: 72.282.

72.284. ADVERTISING MANAGEMENT I

A consideration of the coordination of advertising with other sales promotional tools. Prerequisite: 72.282.

72.285. SEMINAR IN MARKETING THEORY

72.286. MARKETING INSTITUTIONS

A study of the history and economics of the various institutions through which goods pass between production and consumption. Prerequisite: 72.280 and 72.282.

72.287. ADVERTISING MANAGEMENT II

A study of the problems of using advertising in conjunction with other methods of sales promotion in industrial and consumer marketing, as developed from case discussions; a managerial rather than a technical or creative consideration of advertising. Prerequisites: 72.284 or the consent of the instructor.

72.288. MARKETING RESEARCH I

The application of research methodology to the solving of marketing problems, and the application of marketing research to management thinking. Prerequisite: 72.282.

72.289. MARKETING RESEARCH II

Continuation of 72.288. Prerequisite: 72.288.

72.380. DOCTORAL SEMINAR IN MARKETING I

Department of Quantitative Methods

Zeb L. Vancura, Drs. (Econ), *Chairman*

71.200. QUANTITATIVE METHODS I

The object of this course is to provide the student with the fundamentals of statistical analysis applicable to business conditions, using both traditional and modern approaches. Prerequisite: 71.293 or equivalent.

71.201. QUANTITATIVE METHODS II

The objective of this course is to acquaint the student with a set of basic concepts in operations research methods and techniques. Prerequisite: 71.200 or equivalent.

71.202. QUANTITATIVE METHODS III

The purpose of this course is to acquaint the student with the basic concepts of the decision theory. The tools and methods studied are applied to a variety of business problems under conditions of uncertainty. Prerequisite: 71.201.

71.204. STATISTICAL RESEARCH METHODS I

Application of statistical methods in research. Topics include multiple regression and correlation and design of experiments. Prerequisite: 71.201 or equivalent.

71.206. SYSTEMS ANALYSIS AND SIMULATION

Simulation methods for analysis, design and control of industrial systems. Topics include: feedback control and other techniques of industrial dynamics, random number generation, Monte Carlo methods, and computer simulation studies. The emphasis will be on system modelling for extraction of decision making information. Prerequisite: 71.200 and 71.201 or equivalent.

71.207. MANAGEMENT INFORMATION SYSTEMS

The use of information by management to understand, control, and improve an organization. Topics include: the importance of models in defining user requirements, the impact of technology, and human problems of change. Prerequisites: 71.200 and 71.201 or equivalent.

71.210. OPERATIONS RESEARCH I

71.210, 211, and 212 constitute a three-course sequence in operations research. Topics covered in depth include linear programming, network models, integer programming, nonlinear and stochastic programming, dynamic programming and Markov processes, waiting line and inventory models, and optimization for large systems. Prerequisite: 71.201 or equivalent.

71.211. OPERATIONS RESEARCH II

See description under 71.210.

71.212. OPERATIONS RESEARCH III

See description under 71.210.

71.215. FORECASTING METHODS

The objective of this course is to enable the student to (1) identify analytical methods that are likely to be successful in a given forecasting situation, and (2) evaluate the alternatives in order to select the most appropriate method consistent with data, accuracy and cost considerations. Topics include: time series analysis using moving averages, exponential smoothing, seasonal adjustment, and autoregressive models; forecasts using simple and multiple linear regression; forecasting new product growth; and techniques for evaluating and comparing alternative models. Prerequisites: 71.200 and 71.201, or equivalent.

71.292. MATHEMATICAL ANALYSIS I

The objective of this course is to enable the student to learn algebra (inclusive of matrix algebra), the set theory and the techniques pertaining to the solution of equations.

71.293. MATHEMATICAL ANALYSIS II

The purpose of this course is to introduce the student to analytical geometry, differentiation of integration, and their applications in the decision making process. Prerequisite: 71.292.

71.295 COMPUTER CONCEPTS I

Concepts, techniques and problems related to the use of the computer in the solution of business problems. Systematic design of algorithms. Programming in a high level timesharing language. Elementary data structures and their applications. Prerequisites: 71.292 or equivalent.

71.296 COMPUTER CONCEPTS II

Advanced data structures. Tables, lists, trees. Searching and sorting techniques. Survey and comparative study of high level languages. Program structure, correctness and optimization considerations. Information organization and retrieval. Data base concepts. Current developments and future trends in Computer Science and Data Processing. Prerequisites: 71.295, or equivalent.

71.300. DOCTORAL SEMINAR IN QUANTITATIVE METHODS

Agribusiness Courses

75.360. MANAGERS' SEMINAR IN AGRIBUSINESS

This introductory course sets the scope of the work to follow in the agribusiness course sequence. Emphasis is on current issues both in the United States and international agribusiness. Topics include issues in areas such as processing and distribution, financing enterprises, project development, and

international trade. A unique feature of the course is that it is taught primarily by members of the Institute's Advisory Board, which is listed elsewhere, along with other top managers from industry, government, and related agencies.

75.361. FARM-RANCH ENTERPRISE MANAGEMENT

A study of possible combinations of land endowment, material capital, and human resources emphasizing the effective utilization of labor through the organization and management of the work unit.

75.362. MANAGING THE AGRIBUSINESS ENTERPRISE

A capstone course integrating problems of production, marketing, and finance as they relate to management decisions in agribusiness. Cases from agribusiness firms are used to point up the social and legal framework within which management decisions must be made.

75.363. PROJECT PLANNING

An introduction to those evaluation and planning techniques—such as profit analysis, cost-benefit analysis, linear programming, budgeting—necessary in preparing proposals, financing, and managing agribusiness projects.

75.364. PUBLIC POLICY AND THE AGRICULTURAL SECTOR

A study of the effect government policies and programs since 1933 have had on (1) the price structure and competitiveness of agricultural products on the domestic and export markets, (2) agricultural labor through poverty programs, minimum wage and labor law legislation, and foreign-labor contract policy, and (3) on production methods through curtailment of insecticides, etc. Team taught.

75.380. MARKETING PRODUCTS OF THE AGRICULTURAL SECTOR

Building on the basic marketing and economic courses, the emphasis of this course is on the competitive market structure, the marketing institutions and marketing problems of agricultural products at both the domestic and international levels.

75.390. FIELD EXPERIENCE

Field trips are planned as an integral part of the program. In addition, the first six weeks of the Summer Session are spent in a directed on-the-job situation on a farm unit, in a processing or marketing facility, a financial institution of the agricultural sector, or some other field situation appropriate to the individual's interest.

75.391. INDEPENDENT RESEARCH

A written in-depth study in an area approved by the director and usually related to the individual's *Field Experience*. The report is prepared in the last six weeks of the program.



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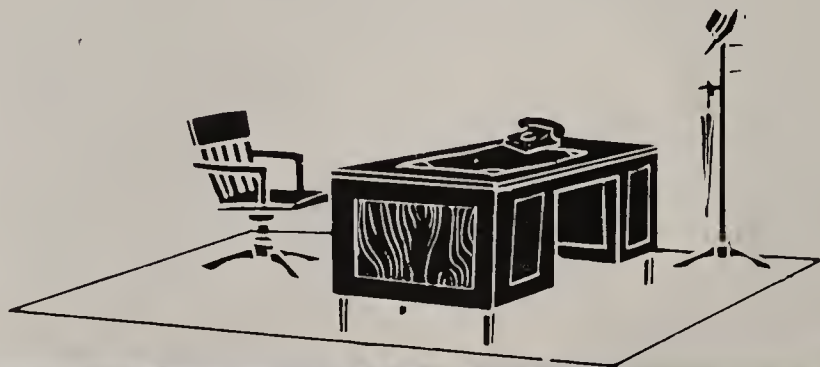
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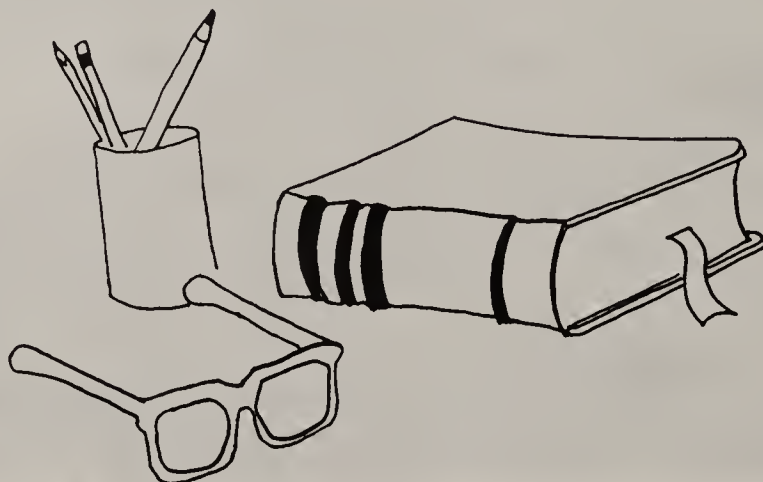
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